

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Wright Medical Technology

#### Tennessee Manufacturing Extension Partnership

#### Wright Medical Technology Improves Productivity And Adds Product Lines

**Client Profile:**

Wright Medical Technology, Inc. is a manufacturer of surgical and orthopedic implants and devices. The company is privately held and employs approximately 460 people. This manufacturing facility is located in Arlington, Tennessee, a rural suburb of Memphis. Wright's typical annual sales are in the \$50-100 million range. Approximately 40 percent of Wright's sales are outside the United States.

**Situation:**

Wright's vice president for operations, Mr. Bob Churinetz, wanted to both reduce his costs on items currently in production and add new product capacity within his existing facilities. He contacted the Tennessee Manufacturing Extension Partnership (TMEP), a NIST MEP network affiliate, for assistance.

**Solution:**

TMEP began working with Wright personnel to plan and implement a lean strategy to help achieve both goals. Company personnel received formal overview training on lean concepts and specific training on value stream mapping. In addition, TMEP Faculty Fellow Dr. Rupy Sawhney provided company personnel customized training on advanced lean concepts. This formal training was accompanied by extensive hands-on implementation assistance on the plant floor. The hands-on implementation identified opportunities for Wright to reduce its inventory and lead times. The company increased its sales by 25 percent simply by improving productivity. Additionally, it now had the resources and space available to add a new product line.

**Results:**

- Saved annual labor costs of \$450,000.
- Saved a one-time \$12 million in materials.
- Saved a one-time \$5 million in inventory reduction.
- Increased sales by 25 percent with no increase in workforce (estimated at \$20 million in year one and \$30 million in the second and succeeding years).
- Improved productivity on existing product lines.
- Added new product lines.
- Made a \$12 million new capital investment to take advantage of the new opportunities lean made possible.

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### Testimonial:

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